

R 152122Z JAN 04 ZYB
FM CNI WASHINGTON DC
TO RUYNAAAC/COMNAVFORJAPAN YOKOSUKA JA//00//
RUCCNOM/COMNAVRESFOR NEW ORLEANS LA//00//
RUWHTXF/COMNAVREG SOUTH CORPUS CHRISTI TX//00//
RUNGFAA/COMNAVMARIANAS GU//00//
RHMFIUU/COMNAVFORKOREA SEOUL KOR//00//
RHWIDIR/COMNAVREG NW SEATTLE WA//00//
RUEGNER/COMNAVREG NE GROTON CT//00//
RUHEMCQ/COMNAVREG PEARL HARBOR HI//00//
RULSGMQ/NTC GREAT LAKES IL//00//
RHMFIUU/COMNAVREG SE JACKSONVILLE FL//00//
RHMFIUU/COMNAVREG EUR LONDON UK//00//
RUCOGAB/COMNAVREG MIDLANT NORFOLK VA//00//
RULSADC/COMNAVDIST WASHINGTON DC//00//
RUWDHLP/COMNAVREG SW SAN DIEGO CA//00//
RHRMABN/NAVSUPPACT BAHRAIN//00//
RUSICWP/COMLOG WESTPAC//00//
RUCTPOA/NETC PENSACOLA FL//N01A//

INFO RUENAAA/CNO WASHINGTON DC//N09/N4/N81//
RUCBCLF/COMFLTFORCOM NORFOLK VA//00//
RHHMHAA/COMPACFLT PEARL HARBOR HI//00//
RHMFIUU/COMUSNAVEUR LONDON UK//00//
RHRMABA/COMUSNAVCENT BAHRAIN//00//
RUCTPOA/NETC PENSACOLA FL//00//
RULSFAN/COMNAVAIRSYSCOM PATUXENT RIVER MD//00//
RULSSEA/COMNAVSEASYSYSCOM WASHINGTON DC//00//
RUENAAA/FLDSUPPACT WASHINGTON DC//00//
RULSDSA/DIRSSP WASHINGTON DC//00//
RULKSDF/COMNAVSECGRU FT GEORGE G MEADE MD//00//
UNCLAS //N02300//
MSGID/GENADMIN/CNI WASHINGTON DC/-/JAN//
SUBJ/CNI INTEGRATED PROCESS TEAM (IPT) WAY-AHEAD//
RMKS/1. AS DISCUSSED AT LAST SEPTEMBER'S REGIONAL
COMMANDER'S CONFERENCE (RCC) AND MOST RECENTLY AT THE
DECEMBER RCC, SHORE INSTALLATION MANAGEMENT (SIM) HAS MADE
EXCEPTIONAL PROGRESS THROUGH THE IPT PROCESS THANKS TO THE
TIRELESS EFFORTS OF THE IPT MEMBERS OVER THE LAST 2 PLUS
YEARS. THIS INITIAL, INTENSE WORK HAS PAID OFF IN PR05. IN
MARCH 2003, RADM COLE AND HIS TEAM BRIEFED THE CNO AND HIS
EXECUTIVE BOARD ON THE IPT DEVELOPED STANDARDS, METRICS AND
SERVICE LEVELS AND RECEIVED APPROVAL OF THE BOS PERFORMANCE
MODELING APPROACH FOR PROGRAMMING RESOURCES AND ASSESSMENT
OF PERFORMANCE. THE FUNCTIONAL AREAS THAT HAVE PERFORMANCE
MODELS, INCLUDING STANDARDS, METRICS AND SERVICE LEVELS
ARE: AIR OPERATIONS, BACHELOR HOUSING, BASE SUPPORT

VEHICLES AND EQUIPMENT, FACILITY SERVICES, FAMILY HOUSING, FACILITY MANAGEMENT, FEDERAL FIRE, FLEET AND FAMILY SUPPORT, GALLEY, INFORMATION TECHNOLOGY, MWR, PORT OPERATIONS, RELIGIOUS MINISTRIES, SAFETY, SUPPLY, AND UTILITIES. WE ALL OWE A GREAT DEAL TO THESE IPT MEMBERS WHO HAVE ENABLED SIM TO BE AMONG THE VERY FIRST TO HAVE APPROVED PERFORMANCE MODELS.

2. THE IPTS WILL REMAIN AS PERMANENT BODIES OF EXPERTISE FOR THE CNI ENTERPRISE AS WE CONTINUE TO TRANSFORM THE SIM BUSINESS BY SINGLING UP PROCESSES, ELIMINATING LAYERS, FINDING THE BEST WAY TO DELIVER SERVICES, AND CONTINUOUSLY REFINING OUR STANDARDS, METRICS AND SERVICE LEVELS. WE CONTINUALLY NEED INPUTS FROM BOTH OUR CUSTOMERS AND OTHERS WHO DELIVER COMPARABLE SERVICES BOTH IN AND OUT OF GOVERNMENT. THE IPT'S ROLE IN ASSISTING PROGRAM MANAGERS IN DEVELOPING AND VALIDATING REQUIREMENTS AS PART OF OUR ANNUAL CAPABILITIES-BASED PROGRAMMING AND BUDGETING PROCESS HAS ALSO EMERGED AS CRITICAL IN DEFINING SIM REQUIREMENTS. IPTS IN THE FUTURE WILL FOCUS ON THE FOLLOWING:

A. IPT LEADERSHIP AND MEMBERSHIP. WE WILL RE-ENERGIZE OUR IPTS, WITH REGIONAL STAFFS PLAYING BOTH A LEADERSHIP AND MEMBERSHIP ROLE.

B. CONTINUOUS PERFORMANCE MODEL REFINEMENT. WE HAVE DONE EXCEPTIONAL WORK IN GETTING OUR MODELS APPROVED. WE NEED TO CONTINUOUSLY REFINE THEM AS OUR CUSTOMER'S NEEDS CHANGE. WE MUST DEVELOP RECAPITALIZATION METRICS THAT GAUGE OUR INVESTMENT IN ENSURING FUTURE CAPABILITY. SERVICE LEVELS MUST BE REFINED BEYOND WHAT WE INITIALLY ENVISIONED TO MORE PRECISELY DESCRIBE INCREMENTAL LEVELS OF PERFORMANCE AS DISCRETE CAPABILITY OPTIONS. THEY MUST ALSO SET THE EXPECTATION FOR THE CUSTOMER OF WHAT THE CUSTOMER WILL RECEIVE, DESCRIBE THE PRODUCT IN ENOUGH DETAIL TO ENABLE CONSISTENT PRICING ACROSS THE NAVY, ASSIST IN ALLOCATION OF RESOURCES, AND PROVIDE OPTIONS FOR LEADERSHIP TO BALANCE CURRENT OPERATIONS AND FUTURE INVESTMENTS.

C. PERFORMANCE MODEL DEVELOPMENT. WE HAVE SOME PROGRAMS AND FUNCTIONS WITHIN OUR CORE BUSINESS MODEL THAT MUST DEVELOP THEIR STANDARDS, METRICS AND SERVICE LEVELS, LEADING EVENTUALLY TO APPROVAL OF THEIR PERFORMANCE MODELS FOR USE IN PR07. THESE INCLUDE: COMMAND AND ADMIN, EMERGENCY MANAGEMENT, ENVIRONMENTAL, AND FORCE PROTECTION. ADDITIONAL CORE BUSINESS MODEL FUNCTIONS ARE BEING EVALUATED FOR PERFORMANCE MODEL DEVELOPMENT AS WELL.

D. DEVELOPMENT OF REQUIRED OPERATIONAL CAPABILITIES. EACH FUNCTIONAL AREA MUST PUSH TO DEVELOP, IN CONSULTATION WITH THE FLEETS, REQUIRED OPERATIONAL CAPABILITY LEVELS WITH EMBEDDED SERVICE LEVELS THAT WILL FURTHER DEFINE WHAT IS

DELIVERED IN EACH OF OUR PROGRAMS. THE AIR OPS IPT HAS A GREAT START ON THIS AND IS THE MODEL FOR THE REST OF THE IPTS.

E. INFORMATION TECHNOLOGY. THE CNI CIO IS PRESENTLY DEVELOPING A NAVY WIDE, CNI IT ENTERPRISE MANAGEMENT AND DECISION SUPPORT ARCHITECTURE FOR EACH OF OUR CORE BUSINESS MODEL FUNCTIONAL AREAS. BY THIS, I MEAN A COMMON APPLICATION OR INTEGRATED SET OF APPLICATIONS FOR YOUR FUNCTIONAL AREA THAT PROVIDES KEY INFORMATION ENABLING YOUR DAY-TO-DAY MANAGEMENT DECISIONS. WE NEED THE FUNCTIONAL EXPERTS ON OUR IPTS TO DEVELOP THE REQUIREMENTS FOR THEIR SPECIFIC PROGRAMS AND FUNCTIONS FOR THEIR ENTERPRISE SOLUTIONS AND PASS THESE REQUIREMENTS TO THE CNI CIO PROGRAM OFFICE, WHO WILL WORK TO DEVELOP THESE TOOLS FOR IMPLEMENTATION. CLOSE COORDINATION BETWEEN EACH IPT AND THE CNI CIO PROGRAM OFFICE IS ESSENTIAL FOR SUCCESS.

F. THE BUSINESS OF THE BUSINESS. THE ULTIMATE END STATE FOR ALL THAT WE DO IS TO DELIVER OUR SERVICES IN THE MOST EFFICIENT AND EFFECTIVE WAY THAT WE CAN. WE MUST FIND ADDITIONAL EFFICIENCIES THAT ARE INHERENT IN HOW WE HAVE TRADITIONALLY DELIVERED OUR SERVICES BY CHALLENGING THE ASSUMPTIONS. I NEED EACH IPT TO ANALYZE HOW THEIR PRODUCTS AND SERVICES ARE BEING DELIVERED WITH EMPHASIS ON ELIMINATING DUPLICATION AND LAYERING, AND SINGLING UP PROCESSES AT EVERY TURN. FOR EACH FUNCTIONAL AREA, WE MUST DETERMINE HOW AND WHERE WE CURRENTLY DELIVER THOSE PRODUCTS AND SERVICES MOST COST EFFECTIVELY AND EXPORT THIS METHODOLOGY (BEST PRACTICES) TO ALL OF CNI. INCLUDED IN THIS IS A NEED TO EVALUATE THE BEST DELIVERY METHOD AS WELL AS EVALUATE WHETHER WE SHOULD BE IN THE BUSINESS OF DELIVERING THIS PRODUCT OR SERVICE, PROVIDING IT VIA OTHER MEANS OR PROVIDER, IDENTIFYING JOINT OPPORTUNITIES TO DELIVER SERVICES (WITH THE OTHER SERVICES OR GOVERNMENT AGENCIES) OR DIVESTING OURSELVES OF THIS REQUIREMENT. GOOD EXAMPLES OF THIS MIGHT INCLUDE "UTILIZING" THE NAVAL SAFETY CENTER TO DELIVER OUR SAFETY SERVICES, NAVSUP AND NAVFAC FOR SUPPLY AND BOS CONTRACTING SERVICES, OTHER FOOD SERVICE ORGANIZATIONS FOR GALLEY SERVICES, IF SUCH CHANGES CAN PROVIDE THE SAME OR BETTER SERVICE AT A LESSER COST.

G. INTEGRATION OF THE PROGRAMMING AND BUDGETING PROCESS. WE MUST MERGE OUR PROGRAMMING, BUDGETING, AND EXECUTION METHODOLOGY SO THAT WE ARE USING THE SAME PROCESS AND CRITERIA FOR MAKING PROGRAM FINANCIAL DECISIONS FROM PLANNING THROUGH EXECUTION. ONE OF THE FIRST STEPS IS FOR IPTS TO ASSIST PROGRAM MANAGERS IN ESTABLISHING COMMON COMPONENTS IN VALIDATING PROGRAM SERVICE LEVEL AND RESOURCE

REQUIREMENTS AS PART OF THE ANNUAL CAPABILITIES-BASED BUDGETING PROCESS AS WELL AS THE POM/PR PROGRAMMING PROCESS.

H. STOCKHOLDER'S REPORT SUPPORT. EACH IPT, AS THE BODY OF EXPERTISE, SHOULD PROVIDE KEY ANALYSIS AND INPUT FOR THE STOCKHOLDER'S REPORT, WHICH IS OUR ANNUAL FEEDBACK TO THE CNO ON "THE PRODUCT OF THE PLAN."

3. ADDITIONALLY, SPECIFIC GUIDANCE TO ALL IPTS WILL BE ISSUED BY THE CNI BUSINESS PROGRAM MANAGER TO AMPLIFY THIS MESSAGE.

4. I AM PROUD OF WHAT OUR IPTS HAVE DONE IN THE PAST. THE CNO AND THE EXECUTIVE BOARD WERE VERY IMPRESSED WITH THE RESULTS OF THEIR HARD WORK, AS EVIDENCED BY THEIR APPROVAL OF THEIR PERFORMANCE MODELING APPROACH AND METRICS, STANDARDS, AND SERVICE LEVELS. THE IPTS WILL BE THE UNDERPINNING FOR MUCH THAT WE WILL DO IN THE FUTURE TO TRANSFORM THE SIM BUSINESS AS WE CONTINUE TO REFINE OUR SERVICE DELIVERY WHILE WE BECOMING MORE EFFICIENT AND EFFECTIVE. I ENCOURAGE YOU TO BE VERY INVOLVED IN THIS PROCESS SO THAT WE MAY ALL BENEFIT FROM THE EXPERTISE AND KNOWLEDGE BASE OF YOUR PERSONNEL.//

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